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31 DEC 1970

MEMORANDUM FOR: Director of Planning, Programming and Budgeting

SUBJECT : Support Directorate Management Improvement  
Program, 1 January - 30 June 1971

REFERENCE : Memo dtd 2 Nov 70 to DD/I, DD/P, DD/S&T and DD/S  
fr Exec. Dir. -Compt.; Subject: Implementation of  
OMB Circular A-44 (Revised), dated 16 February 1970

1. Attached are the Support Directorate's management improvement and cost reduction goals for the last half of Fiscal Year 1971.
2. Several goals involving Support Offices are Agency-wide in scope. These have been omitted from the attachments, assuming that such goals contained in the Agency report to OMB would be developed in O/PPB. For example, the Agency's ABC System for budget automation is a worthwhile and novel approach which you, no doubt, will wish to include. Additionally, the Agency's cost reduction efforts on reports have not progressed to the point where savings estimates for the last half of FY 1971 can be submitted; but you may wish to include in the Agency report some mention of this effort.
3. I believe that your concept of including within the Agency's planning, programming and budgeting cycle instructions which would satisfy the requirements imposed by OMB Circular A-44 is a good idea, and the Support Directorate will assist in this effort when called upon.

(signed) John W. Coffey

John W. Coffey  
Acting Deputy Director  
for Support

Attachments:

- Att. 1 - Management Effectiveness Goals
- Att. 2 - Cost Reduction Goals

PS-DD/S:JHP:bkf ☐ (Retyped 30 Dec 70)

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Attachment 1

MANAGEMENT EFFECTIVENESS GOALS

1. Improve the Support Directorate contributions to the Agency's management data base through continued efforts to implement the 10 major systems and 41 subsystems comprising this base.
2. Intensify efforts involving collaboration with representatives of the Office of Computer Services and the Support Services Staff which are underway in order to improve, through automatic data processing means, a wide variety of individual systems now handled manually within the Office of Finance. These involve, for example, such things as financial reporting, payrolls, savings bonds, employer tax returns and a host of others. The effort will also involve the use of computer-generated entries and outputs derived as a by-product of Logistics processing for the purpose of eliminating manual records now in the Office of Finance.
3. Examine selected records collections for the purpose of developing criteria for determining the cost/benefit implications of microfilming for the purpose of conserving space.
4. Install BEST (Bulk Encryption System Technique) at the  relay station for the purpose of transferring to the Agency's domestic facilities for relay the traffic of overseas tributary stations now handled in  Relay domestically will be accomplished by a computer-based switch. The system will be automated to handle within the United States Middle East traffic now handled manually in  Manpower thus conserved will be utilized to offset overseas OPRED and personnel reductions, both of which have increased domestic U. S. communications workloads.
5. Implement at Headquarters Phase I of the Automated Communications Terminal (ACT). Automated procedures will eliminate manual operations related to cable traffic and will also drastically reduce or eliminate incorrect routing of outgoing messages due to human error. The system will also provide for faster access to current messages for readdressal and retransmission purposes. The system will improve security by substantially reducing the number of persons exposed to the bulk of message traffic in readable form. Actual performance evaluation, however, will be deferred until the system has been in operation for a reasonable period of time.

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6. Improve maintenance and repair procedures involving highly sophisticated communications equipment on which testing and diagnosis is now done largely circuit by circuit. We now have a study contract on this problem and indications are that additional testing and diagnosis can be done on a modular basis with a resultant saving in time. If this effort is successful, it will avert the need for additional positions to cope with the increasingly complicated equipment.
7. Pursue examination of procedures by which the payroll deduction system can be used for payment of insurance premiums in lieu of present arrangement which requires action by each affected individual employee.
8. Initiate plans to query retirees for the purpose of obtaining information which will permit improvement in Agency planning, counselling and job placement efforts for prospective retirees. Continued efforts are also underway to improve internal records so that they will provide more reliable information on employment assistance, effective techniques in locating jobs, and in general, keeping current with the job market.
9. Simplify procedures for reconciliation of Type II Annual Property Accountings through the use of selected reviews and sampling techniques. This should reduce the volume of correspondence involved and speed up the processing of the accountings.
10. Negotiate with customer components a ten percent reduction during the reporting period of the number of requests for operational support provided by the Office of Security.

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12. Standardize criteria and establish adequate controls of security file review involving retiring personnel actions. Such processing now involves a security file review for each action; such as personal letters of appreciation, medallions, awards, selections for the Agency Reserve Program, etc. Standardization and controls will permit one file review for all such requirements.

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14. Reduce packaging efforts to a minimum by providing packaging specifications to vendors at the time of the initial procurement action. Much of the materiel now consumed by the Agency must be packaged or repackaged by our supply depots.

15. Consolidate cargo shipments through the increased use of CONEX and van-type containers. This, in turn, will permit increased use of the [redacted] service for shipments from the [redacted] and the Far East. The result should be reduced transportation time.

16. Examine file records, requisition copies, shipping documents, purchase orders and other logistics records with the following in mind:

a. Combining general purchase order and [redacted] accountable property files at the time of retirement, thereby reducing the number of such files by 17,500 annually and conserving 100 cubic feet of records space annually.

b. Eliminating duplication in files maintained by the Supply Division and Agency operating elements concerning TVA's and administrative items of supply.

c. Determine feasibility of providing field activities with a single copy of supply documentation and, when necessary, field activities can reproduce additional copies.

17. Train instructors now identified with the administration of courses utilizing outside speakers in order to improve their substantive knowledge to the point where they can participate in presenting the actual instruction.

18. Review and revise tutorial language programs in order to reduce the number through the enlargement of existing classes and a reduction in the number of short-term language courses.

Attachment 2

COST REDUCTION GOALS

1. The Office of Security plans to reduce rental fees for equipment leased by the Security Records and Communications Division through the use of newer equipment. Annual rental savings approximating \$2,800 are expected.
2. The Office of Medical Services has developed automated laboratory procedures which will permit biochemical profiling through twelve tests on one blood sample. The heart of this new system is a machine capable of processing 30 such samples per hour. Chemicals utilized by the machine cost \$2 for each battery of twelve tests per patient. Previous manual methods cost \$1 per test or \$12 per patient. The program envisaged is a screening program which will enable the Office of Medical Services to extend its laboratory procedures to those employees who are now not seen subsequent to entry on duty. Cost reductions can be measured in terms of the \$10 per patient difference, multiplied by the number of patients handled. This arrangement will permit more such testing within the constraint of available funds.

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